

Item: Board of Governors Minutes, September 1989
Call Number: Board of Governors Fonds UA-1, 56.11

Additional Notes:

This document is a compilation of Board of Governors minutes, staff matters and miscellaneous documents for September 1989. The documents have been ordered chronologically and made OCR for ease of searching. The original documents and additional materials for this year which have not yet been digitized can be found in the Dalhousie University Board of Governors fonds (UA-1) at the Dalhousie University Archives and Special Collections.

This document is a digital facsimile of the materials described above. It was digitized on 26 June 2012.

The original materials and additional materials which have not been digitized can be found in the Dalhousie University Archives and Special Collections using the call number referenced above.

In most cases, copyright is held by Dalhousie University. Some materials may be in the public domain or have copyright held by another party. It is your responsibility to ensure that you use all library materials in accordance with the Copyright Act of Canada. Please contact the Copyright Office if you have questions about copyright, fair dealing, and the public domain.

BOARD OF GOVERNORS

September 19, 1989

MOTIONS TO BE PROPOSED

ITEM 3

A report from the Nominating Committee, which meets on September 14, will be distributed at the meeting on September 19.

BE IT RESOLVED

ITEM 6

That the Board of Governors formally record in the official minutes of this meeting its deep gratitude to all those who worked on The Campaign for Dalhousie, and in particular its appreciation to Mr. Donald R. Sobey for the leadership he provided as Chairman of the Campaign.

ITEM 7

That, on the recommendation of the Naming Committee, approval be given by the Board of Governors

- (i) To name the following rooms in the Weldon Building in recognition of major contributions made by certain law firms:

Blake, Cassels & Graydon	402
Cox, Downie and Goodfellow	301
Fasken & Calvin	212
MacInnes Wilson Flynn Wickwire	304
McInnes Cooper & Robertson	305
Osler, Hoskin & Harcourt	211
Patterson Kitz	302

- (ii) To name Studio I in the Dalhousie Arts Centre the "David MacKenzie Murray Studio."

ITEM 9

That the Board of Governors approve the policy statement relating to Employment Equity Through Affirmative Action.

ITEM 11

That the Board of Governors approve the Mission Statement for Dalhousie University.

ITEM 12

Notice of Motion: There will be a motion concerning Board approval of the Institutional Role and Planned Capacity Statement for Dalhousie, but the wording of the statement is somewhat dependent on any action taken by Senate at its meetings on September 11th and 18th.

Minutes of a Meeting of the
Board of Governors held on Tuesday,
September 19, 1989 at 4:00 p.m. in
the Board and Senate Room

Dalhousie University
Halifax, Nova Scotia

PRESENT: Mr. W. Struan Robertson
Chairperson
Mr. David J. Almon
Dr. D. Wayne Bell
Mr. Barrie Black
Dr. Mary R. Brooks
Mr. Aubrey D. Browne
Dr. Mona L. Campbell
Dr. Howard C. Clark
President
George T.H. Cooper, Q.C.
James S. Cowan, Q.C.
Dr. Donna M. Curry
Honorary Secretary
Mr. Stephen Davis
Mr. Louis Deveau
Fred J. Dickson, Q.C.
Mrs. Janice Flemming
Mrs. Lorraine Green
The Hon. T. Alex Hickman
Donald A. Kerr, Q.C.
Dr. Patricia Lane
Mr. Thomas E.G. Lynch
Mrs. Annemarie Macdonald
Ms. Bernadette Macdonald
The Hon. Jacqueline Matheson
Mrs. Shirlee Medjuck
Ms. Lara Morris
Dr. Clifford Murray
Ms. Suellen Murray
Mr. Norman Newman
Mrs. Ruth Pulsifer
Dr. Judith A. Ritchie
Mr. David Shannon
Mr. Allan C. Shaw
Honorary Treasurer
Ms. Maxine Tynes
Dr. Thomas C. Vinci
Mrs. Peggy Weld
Vice-Chairperson
Miss Barbara Walker

amended
Oct 17/89

Also present were Dr. Denis Stairs (Vice-President, Academic & Research); Mr. Bryan G. Mason (Vice-President, Finance & Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Win Hackett, (Assistant Vice-President, Development and Alumni Affairs); Mr. Brian C. Crocker (University Secretary & Legal Counsel); Dr. David A. Tindall (President, D.F.A); Mr. Mike Wright (Director of Financial Services); Mr. Michael Roughneen (Director of Personnel/Payroll); Mr. Brian Christie (Director, Institutional Analysis & Planning); Mr. William Lord (Director of Physical Plant); Ms. Marilyn MacDonald (Director, Public Relations); Dean Innis Christie (Dean of Law); Ms. Janis Jones-Darrell (Advisor to President on Minorities, Women and Disabled); and Ms. Elizabeth A. Christian (Secretary).

Regrets were received from Ms. Cherry Ferguson, Dr. Albro MacKeen and Mr. Neil McKelvey.

Welcome

The Chairman extended a warm welcome to Madam Justice Jacqueline Matheson, Mr. Aubrey Browne, Dr. Wayne Bell, Mrs. Annemarie Macdonald and Mr. Tom Lynch who were attending their first meeting as members of the Board.

Minutes

The Minutes of the Executive Committee meeting held on April 18, 1989, and of the Board meeting held on June 20, 1989 were approved as circulated.

Board
Matters

Report of Nominating Committee

Mrs. Shirlee Medjuck, on behalf of the Committee, reported the names of members who had recently been appointed to the Board by Governor in Council, Mount Saint Vincent University and the University of King's College. The Committee also recommended that several persons be added to Board committees for this year. A copy of the Committee's report setting out the names of the individuals concerned is attached to, and forms part of, these minutes as Appendix A. The Board approved the Committee's recommendations as presented.

Academic
Matters

University of King's College - B.Phil. in Contemporary Studies

Dr. Stairs reported that the two institutions have agreed the Faculty of Arts and Social Sciences at Dalhousie should establish a committee to consider the academic content of the proposed programme. It is expected the committee will be fully constituted in a few weeks and that discussions with King's will then commence.

School for Resource and Environmental Studies

Dr. Stairs informed the Board, as a matter of interest, that the School, which had previously operated as an independent unit, has now been admitted into the Faculty of Management. Senate has approved this move, which will provide greater opportunity for the IRES and the School of Business Administration to combine efforts in certain interdisciplinary and instructional activities.

Reports of
Standing
Committees

Finance and Budget Committee

Copies of a report from this Committee had been distributed at the meeting (copy enclosed for absent members). In the absence of Mr. Piercey, Mr. Mason explained that the committee had reviewed last year's performance vis a vis the actual budget. The Committee had also decided to re-examine the university's present budgeting system; however, in view of the need to commence the budget process for 1990-91, it had agreed to proceed using the present system. Mr. Wright then added a few comments concerning the variances between 1988-89 "actual" and "budget" figures shown on the last page of the report.

Staff Relations Committee

A report on staff changes had been circulated with the agenda, and an Addendum was distributed at the meeting (copy enclosed for absent members). Mrs. Green, Chairperson of the Committee, drew attention to several items of interest, including the departure of Dr. Leslie E. Haley from Dalhousie to assume the position of Principal at the Nova Scotia Agricultural College. A motion to approve the changes in staff received the approval of the Board.

Mr. Mike Roughneen then brought Board members up to date on the status of the collective agreement with the International Union of Operating Engineers which represents 64 tradespersons in the University. This agreement had expired at the end of February this

year and as yet no settlement has been reached. The union membership will be meeting on September 25th to review its position.

Campaign for Dalhousie

Dr. Clark reported that the Campaign had now reached the \$38.5 million mark and that final figures will be available in October. He outlined special events being arranged for October 20 and 21 to mark the official closing of the Campaign. On motion, it was unanimously agreed

That the Board of Governors formally record in the official minutes of this meeting its deep gratitude to all those who worked on The Campaign for Dalhousie, and in particular record its appreciation to Mr. Donald R. Sobey for the leadership he provided as Chairman of the Campaign.

Naming Committee

Dr. Clark presented two recommendations from the Naming Committee relating to the Law School and the Department of Theatre for the Board's consideration. It was agreed

To name the following rooms in the Weldon Building in recognition of major contributions made by certain law firms:

Blake, Cassels & Graydon	422
Cox, Downie and Goodfellow	301
Fasken & Calvin	212
MacInnes Wilson Flynn Wickwire	304
McInnes Cooper & Robertson	305
Osler, Hoskin & Harcourt	211
Patterson Kitz	302

amended Oct 17/89

Board approval was also given

To name Studio I in the Dalhousie Arts Centre the David MacKenzie Murray Studio.

Joint Statutory Meeting

President Clark explained that the University's statute provides for a meeting of the President and six members of the Board with six members of Senate annually in October. The Officers of the Board have agreed to participate, and Dr. Clark asked for one or two volunteers in the event any Officers should be unable to attend the meeting when it is scheduled. He also invited suggestions for agenda items for the joint meeting.

Policy Statement on Employment Equity Through Affirmative Action

Dr. Clark informed Board members that for a number of years the University has had a reasonably successful affirmative action policy for academic staff, and has recognized the need to have a similar policy for all areas of university employment. In addition to this, the federal government's Contractors Program on Employment Equity requires that all organizations involved in activities with the government comply with its policy. A committee was established last year, under the co-chairmanship of

Dean Innis Christie and Ms. Janis Jones-Darrell, to make recommendations on employment equity through affirmative action. After lengthy deliberations and much consultation with all employee groups on campus, the Committee made its report in April this year. Copies of this report had been delivered to Board members prior to today's meeting, together with a copy of Dr. Clark's memorandum endorsing the Policy Statement contained in pages 1 and 2 of Appendix A, and the Criteria for Implementation. The memorandum also set out Dr. Clark's proposal, for financial reasons, to appoint an Employment Equity Officer in place of an Assistant Vice-President as recommended by the Committee, and also his proposed modifications to the Council on Employment Equity. Dr. Clark then presented a motion asking the Board to approve the Policy Statement on Employment Equity through Affirmative Action with the proposed modifications.

Amended Oct 17/89
to include motion

Ms. Tynes supported a view held by many people in the university that the position in question should be high profile in order not to minimize the affirmative action policy. Dr. Clark assured her that he was aware of this perception and also was aware that many others, particularly faculty, were opposed to the appointment of an assistant vice-president during the university's present budgetary situation. He said that after much deliberation he had deemed it best to appoint an employment equity officer who would have the same responsibilities as an assistant vice-president and would report directly to the President. A lengthy discussion then took place during which attention focussed more on the title, role and financial implications of the position in question than on the actual policy of affirmative action. The Chair of Senate and the President of the Faculty Association both pointed out that their respective groups had approved the Policy Statement in its entirety without any of the modifications proposed by the President. Dr. Vinci indicated, however, that faculty would object strongly if another highly paid administrator were hired. The cost of implementing the policy was mentioned, and it was suggested by Ms. Tynes and Mr. Shannon that the university should explore outside non-traditional sources of funding to support a high-level position. Ms. Jones-Darrell indicated that there were external funds available for research and community outreach programmes to complement monies committed by the University, but Dr. Clark expressed his reluctance to seek outside funding, stating that Dalhousie must be solely responsible for financing any employment equity policy it implemented for staff. Dean Christie, referring to the President's statement about opposition to the appointment of an assistant vice-president, said that the Committee had not encountered this view to any great extent in its discussions with various groups around campus, and he expressed concern about the course of the Board's discussion.

Before discussion closed Mr. Newman raised several concerns he had with the policy statement, particularly its Appendix A. He felt the report should be debated more thoroughly by the Board because

of its social aim, and if the Board accepts the employment equity policy, it must also accept responsibility for, and have a better understanding of, the added costs involved in implementing it. Mr. Newman felt that several phrases in Appendix A needed to be defined more clearly, and that Board members should have more information available to them before making a decision on such a fundamental issue. Ms. Jones-Darrell agreed with this view and indicated that much of the information was available in the University and could be provided to Board members. Points raised by Mr. Newman and others during discussion were noted for further action by those responsible. Mrs. Weld then introduced a motion

that the Report be tabled until the concerns expressed by Mr. Newman and others, as well as the fundamental issue of the person to be hired, were addressed, and until more information was available to Board members.

At this point Dean Christie reminded Board members of the need to have a policy in place to comply with the federal government's requirement. When put to a vote, Mrs. Weld's motion was carried.

Financial
Strategy
Committee

The Committee's Third Progress Report had been distributed to Board members and the University community in August. Mr. Shaw said the report had been well received and that, as to be expected, there were a number of criticisms and concerns. He reviewed the items contained in the report, noting that there is a serious human relations problem among staff which needs to be addressed in order to have an effective financial strategy for the University. To this end, he said an expert in the field of human relations from an outside Canadian university will be meeting with various groups on campus later this week and will advise the Committee on how this problem might be addressed.

Mr. Shaw then reviewed the Committee's Fourth Progress Report, copies of which were distributed at the meeting (enclosed for absent members). He noted that this preliminary report on expenditures was based on conclusions drawn from the work of three sub committees dealing with operating expenditures, compensation policy and capital requirements and funding. Future activities of the Financial Strategy Committee will include human relations, final development of a financial strategy, and meetings with various groups on campus on October 2nd, at which interested Board members would be welcomed. He said the Committee still plans to present its final report in November.

Mission
Statement

Copies of a one-page Mission Statement (Draft 10A) were distributed at the meeting (copy attached to these minutes as Appendix B). Dr. Clark stated that this document had now been approved by Senate and was before the Board for final approval. Mr. Almon suggested the statement be amended to include recognition of the contribution made by alumni to the University's aims and goals, and Ms. Tynes indicated she was unable to support the statement because it was not specific enough about the university's commitment to employment

equity and affirmative action. Dr. Clark assured both members that the final commentary on the Mission Statement would address these concerns and the document will be brought before Senate and Board in due course for approval. By majority vote it was agreed

That the Board of Governors approve the Mission Statement for Dalhousie University.

Role and
Planned
Capacity
Statement

Copies of this Statement had been delivered to members prior to today's meeting. Dr. Clark said that the document, which had been largely compiled by Mr. Brian Christie and Ms. Julia Eastman, gives a good overview of the University as it is today, and sets out Dalhousie's present and future roles, its strengths and weaknesses, its financial situation and needs, and expresses itself well to MPHEC. Senate will consider the Statement in detail and hopefully approve it at its meeting on September 25th. Referring to the section relating to the quality of students at Dalhousie (p.17), Mr. Shannon commented on the significant role played by the Dalhousie Student Union. He was asked to provide the text of his remarks to Dr. Stairs for incorporation into the document. To facilitate transmittal of the Statement to MPHEC by the September 30th deadline, it was agreed by those present

That the Board approve the Role and Planned Capacity Statement, but authorize the Officers of the Board to incorporate non-substantive changes arising from Senate consideration of the Statement.

President's
Report

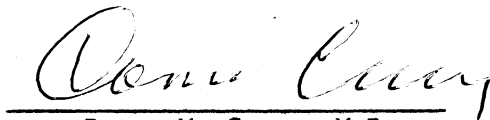
A copy of this report is attached to, and forms part of these minutes, as Appendix C. President Clark commented on each item contained in the report, adding that enrolment was up by 13% in the Faculty of Arts and Social Sciences, that 70% of the students have elected to pay the athletic fee this year, and that Barbara Snelling was now meeting with various groups in the university in connection with the feasibility study on fund raising. Dr. Clark drew members' attention to an attachment to the President's Report which sets out the manner in which Staff Matters will be handled in future. Questions raised by Dr. Tindall concerning the cost of the fund-raising feasibility study and the process for handling staff matters were responded to by Dr. Clark.

Orientation


Dr. Clark announced that an Orientation Session for new Board members will be held prior to the regular Board meeting on October 17th. All Board members are welcome to attend. He invited suggestions for agenda items.

Adjournment

The meeting adjourned at 6:20 p.m.



Donna M. Curry, M.D.
Honorary Secretary



W. Struan Robertson
Chairperson